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Item 11 (a) of the provisional agenda

Programme of work of the Statistics subprogramme of the United Nations Economic Commission for Europe

Reports on the work of the Conference of European Statisticians, its Bureau and Teams of Specialists

Implementation of the United Nations Economic Commission for Europe Statistical Programme 2017

Note by the secretariat

Addendum

Report of the Workshop on Implementing Efficiencies and Quality of Output

Summary

The document presents the key outcomes of the Workshop on Implementing Efficiencies and Quality of Output which took place from 27 to 29 September 2017 in Geneva. The meeting was organized following a decision of the Conference of European Statisticians in June 2017.

The report is submitted to the Conference of European Statisticians for information.

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I. Attendance

1. The Workshop on Implementing Efficiencies and Quality of Output, was held in Geneva, from 27-29 September 2017. It was prepared by representatives of the Capabilities and Communication Modernisation Group. The workshop was attended by representatives from 22 countries: Cyprus, Estonia, France, Germany, Ireland, Italy, Latvia, Lithuania, Luxembourg, Mexico, Montenegro, Netherlands, Norway, Poland, Romania, Serbia, Slovenia, Spain, Switzerland, The former Yugoslav Republic of Macedonia, Turkey and United Kingdom. The European Commission was represented by Eurostat. Representatives from the following international organizations also attended: World Bank and United Nations Mission in Kosovo (UNMIK).

II. Organization of the meeting

2. Ms. Anna Borowska (Poland) chaired the meeting.

3. The participants adopted the provisional agenda of the Workshop.

4. The following substantive topics were discussed on the basis of presentations and papers:

- Session 1: Opening session;
- Session 2: Managing change and processes;
- Session 3: Lean management;
- Session 4: Risk management;
- Session 5: Quality management;
- Closing: Summary of the workshop and concluding remarks.

5. All documents for the meeting are available at: www.unece.org/index.php?id=45445

III. Summary of the discussion and main conclusions reached at the meeting

A. Setting the scene

Opening addresses and presentations: Ms. Therese Lalor (UNECE) and Ms. Anna Borowska (Poland).

6. During this session UNECE presented the activities of the High Level Group for the Modernisation of Official Statistics (HLG-MOS). The following standards were presented: Generic Statistical Business Process Model (GSBPM), Generic Activity Model for Statistical Organization (GAMSO), Generic Statistical Information Model (GSIM) and Common Statistical Production Architecture (CSPA).

7. The chair of the Capabilities and Communication Group presented activities of the group: Task Team on Capabilities Training, Task Team on Risk Management in the context of agile development and Task Team on Communication. It was stressed that the activities of the Modernisation Committee are open, and it is possible to join them.

B. Managing change and processes

Presentations: Fiona O'Riordan (Ireland), Angela Leonetti (Italy), Maurizio Capaccioli (Eurostat), Eilish O'Sullivan and Marie Creedon (Ireland), Antonio Ottaiano and Pietro Scalisi (Italy).

8. Anna Borowska (Poland) and Marie Creedon (Ireland) organized and chaired the session.

9. The following points were raised during the session:

- Communication is key to help overcome the resistance to change;
- If you are a change leader, you have to be ready for change yourself;
- Work to date on skills registers has focussed on statistical (technical) skills. Soft skills tend to be the second priority;
- Having a centralised learning and development unit is useful to implement the training frameworks. This unit works closely with experts in the subject matter topics;
- Workforce planning is important but is also very difficult to do;
- Learning pathways are a great way to assist with staff retention. Another challenge is to attract the right talent (for example data scientist and data curators). Organisations are developing strong links to universities and in some cases have offered graduate programmes;
- In the skills framework, there are basic, intermediate and advanced levels. A fourth level of potential trainers could be added.

C. Lean management

Presentations: Sylvia Kok-de Vries (Netherlands), Patrizio Di Nicola (Italy), Susana Portillo and Ken Moore (Ireland), Jeremy Visschers, Martha Kevers, Remco Paulussen and Harm Aten (Netherlands).

10. Anne Trolie (Norway) and Remco Paulussen (Netherlands) organized and chaired the session.

11. The following points were raised during the session:

- How to measure smart working, to find balance between being present in office and the output;
- How to apply Lean 6 sigma during the period of transformation – it is advised to start with smaller projects;
- Lean can help employees to be more involved in performance. Implementation and culture change is not easy. The role of the Champion is critical – the more they are involved the better;
- How to manage reduced staff motivation levels when process are made more efficient;
- Advantages of teleworking and facilities can provide secure connection to data.

D. Risk management

Presentations: Aina Silnes and Torgeir Skovdahl (Norway), Barbara Kolasińska (Poland), Claudia Capatina (Romania), Alberto Valencia (Mexico), Fabrizio Rotundi, Alessandra Lucchese, Marco Topzzi and Angela Leonetti (Italy), Jerzy Auksztol (Poland).

12. Fabrizio Rotundi (Italy) and Ben Whitestone (UK) organized and chaired the session.

13. The following points were raised during the session:

- How much does risk management impact on individual behaviours?
- Some countries have the philosophy that every employee is responsible for risk management to some degree - they should be aware and remember about risks.
- Quality reviews can be prioritised to focus on areas where the review will have the biggest impact.
- Example of organisational risks can relate to information security, information systems, and reputational issues.
- What are the differences between strategic risk and operational risks?
- Risks are not just about technical issues. Culture and leadership are as important as business and processes.
- Having a business continuity plan is critical especially in the case disruptive events.

14. This session involved two interactive activities. The first was small group discussions on 'Risk and Quality Management towards and integration' and the second was the Risk Management training, prepared by the colleagues from the Task Team on Risk Management in the context of Agile development

15. During the small group discussions, participants came up with the following suggestions for integrated management system:

- It is important to better understand users of statistics - what they are interested in and what their needs are;
- What is the best approach top down or bottom up? Both approaches are important and should be used for different risks;
- What is the relationship between quality and risk management? If you focus on quality the risk becomes more obvious and easy to identify;
- Risk management could be used to improve statistical quality, if the common system approach is established and integrated tools are introduced;
- Risk management systems – countries have different levels and maturity statuses. All organisations have corporate risks;
- The monitoring of a risk register is very important. Risk and quality teams should cooperate;
- Risk Management could be done according to GAMSO - it will help to allocate resources and funds better;
- Statistical offices need to be innovative and resilient to risks in the statistical production process.

E. Quality management

Presentations: Monika Bieniek (Poland), Zsuzsanna Kovács (Eurostat), and Agustín Cañada, Luisa Muñoz (Spain).

16. Angela Leonetti (Italy) and Remi Prual (Estonia) co-organized and co-chaired the session.

17. The following points were raised during the session:

- There has been quality work 15-20 years in ESS in an organized way.
- There was a discussion in 2016 within ESS, countries said it is unnecessary to pursue certification considering resources it would require.
- It can be difficult to implement quality management recommendations due to the work environment and habits of people. However, when people realise the benefits of the approach it becomes easier.

F. Summary of the workshop and concluding remarks

18. The session was organized by the chair of the Workshop, Anna Borowska (Poland).

19. Proposals identified to consider for future work included:

- An expansion of the training framework to cover soft skills. An example of skills included could be partnerships (Are statistical offices capable of delivering outcomes through partnerships);
- Guidelines on creating organisational resilience. This will describe at how to integrate risk, quality, processes, continuous improvement and innovation work. It should include how to face environmental change and to be agile/adapt to it;
- A showcase of innovations: the super successes and fantastic failures;
- Communication and stakeholder engagement. How do statistical organisations understand the voice of their customer? How should statistical offices react to feedback from stakeholders?